DOCUMENT RESUME

ED 173 837 CS 204 991

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TITLE On Their Way to the Top? Men and Women Middle-Level Newspaper Managers.
PUB DATE Aug 79
NOTE 33p.; Paper presented at the Annual Meeting of the Association for Education in Journalism (62nd, Houston, Texas, August 5-8, 1979)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Career Opportunities; *Females; Job Satisfaction; Job Skills; *Journalism; Males; Managerial Occupations; *Middle Management; *Newspapers; Occupational Mobility; *Sex Discrimination; Sex Role

ABSTRACT

A telephone survey of 217 men and 232 women who held middle-level management positions at 363 daily newspapers in the United States was conducted to compare their job responsibilities, compensation patterns, and personal characteristics and to examine their attitudes concerning job aspirations, mobility, and relations with their superiors. The results revealed that although men and women alike held jobs in mid-management that were demanding in terms of time and responsiblity, men still made more money than women for comparable effort. This difference held even when controlling for a respondent's experience, age, educational level, number of employees supervised, and degree of budget control, and for the circulation of the respondent's newspaper. In addition, it was shown that women were as willing as men to accept job transfers and were equally as ambitious. Finally, women's lack of "team-play" experience seemed not to affect their attitudes about their jobs. (Author/FL)

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On Their Way to the Top? Men and Women Middle-Level Newspaper Managers

by

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Presented to the Committee on the Status of Women, Association for Education in Journalism, at the 1979 annual convention in Houston, Texas. The author acknowledges the support of the Frank E. Gannett Newspaper Foundation.

CS204991

Women are entering the work force in ever increasing numbers under the protection of affirmative action programs, equal employment legislation and more enlightened employer attitudes. As of July, 1978 there were 42.1 million women in the work force or 56% of all women aged 16 and over. (National Commission on Working Women, March, 1979.) And yet the employment distribution of these women indicates that the large majority, nearly 80%, worked in clerical, sales, service, factory or plant jobs. Of all working women, 16.3% were in professional-technical jobs, while only 6.3% worked in managerial or admininstrative positions.

About one third of all persons employed by the newspaper industry in 1977 were women, (ANPA, April, 1978), compared to 42% in the labor force overall. The most recent statistics issued by the Equal Employment Opportunity Commission state that women make up about one fourth of the professional newspaper staff, one tenth of the managerial positions and almost three fourths of the clerical and office workers. (See Table 1)

A somewhat larger percentage of women work in professional or technical jobs (e.g. as reporters and low-level editors) than in other industries. Women have traditionally worked as general assignment reporters and have been in charge of the woman's section of the newspaper.

However, the top-level managerial jobs in the U.S. daily press are dominated by males. One survey showed that as few as 2.4% of all top-level positions (editor, publisher or general manager, advertising director, circulation manager, production manager, personnel and promotion manager) are held by women (Brown et al., 1978). The same study also found that overall the U.S. daily press employs about one woman manager at some level per newspaper.

Some newspaper executives have responded to the findings of this survey. James Goodale, executive vice president and legal counsel for the New York Times said that women have not yet qualified themselves for top-level management positions. As he further pointed out, women have only recently entered the management area of the newspaper business, and it takes a number of years to reach the status of publisher or department head. However, Goodale said that more women were to be found in mid-management today. (October, 1977)

In order to discover whether opportunities were greater for women in middle-level management, a telephone survey of 449 men and women middle-level managers at 400 U.S. daily newspapers was conducted.

The purposes of the survey were:

1. To compare the job responsibilities, compensation patterns and personal characteristics of men and women middle-level daily newspaper managers,

2. To compare the results of this study with the earlier survey of top-level daily newspaper managers and

3. To examine the attitudes of men and women mid-level managers concerning their job aspirations, job mobility and relations with their superiors.

Methodology

A middle-level manager was defined as an individual who reports directly to a newspaper department or division head and to whom other individuals, in turn, report directly. The definition excludes reporters, advertising sales personnel, bookkeepers and press operators at the lower limit and editors, advertising directors, business managers and production managers at the upper limit.[1] Some managers were included in the survey

even though they said that no one reported to them,because other aspects of their jobs were comparable to those of persons with subordinates who held similar positions at other newspapers.

Arriving at a definition for a middle-level manager for all such persons in the newspaper business is difficult because of the wide range of sizes of organizations. For example, a managing editor at a newspaper with a circulation of 10,000 may be the only editorial manager in the organization and may report only to the publisher directly. Thus the managing editor at that paper is classified as the director of the editorial division.

However, at a newspaper which has a circulation of 200,000, the managing editor may report to both an editor and an executive editor and may well be classified as a middle-level manager. In this study managerial positions were eliminated wherever ambiguity might result due to the greater or lesser differentiation of responsibility in the organization.

The research was concerned with obtaining information about the status of women relative to men in all departments of the newspaper and at varying sizes of newspapers. For this reason the sample was drawn from the 1978 Editor & Publisher International Year Book by selecting 217 men and 232 women across four circulation categories and five departments in the newspaper.[1a]

The responses were distributed relatively evenly across circulation category both overall and by sex. (See Table 2)

Responses by job category were more heavily weighted in favor of editorial, advertising and circulation departments. An attempt was made to draw the sample by rotating selection among the five departments of the newspaper. Fewer positions which could be defined as middle-level were

listed for the smaller newspapers (50,000 and under circulation). Most newspapers in the sample employed a city editor while fewer of them employed an assistant production manager or a credit manager.

Because women tended to be underrepresented in the production area, there was a smaller percentage of female responses in this category. (See Table 3)

By design, about half (45.6%) of the respondents to the survey were women. With women making up 2.4% of all top-level managers and with each U.S. daily newspaper employing an average of 1.3 women managers,[2] it was felt that drawing a simple random sample of middle-level managers would turn up few women respondents. The purpose of this survey was not to discover how many women middle-level managers are employed in the U.S. daily press. Previous research has already established that women are underrepresented in newspaper management. (Brown et al., 1978; Holly, 1978) By stratifying the sample by sex, more accurate comparisons of the relative status and characteristics of men and women managers were made possible.

Out of the 449 persons selected for the telephone survey, 364 individuals completed the survey. When the sample was adjusted for the 25 persons not holding managerial positions or erroneously listed in the 1978 Editor & Publisher International Year Book, a response rate of 86% was obtained.

Findings

Education and Background

Some persons have claimed that the promotion of women into management-level positions represents a token-effort by newspaper executives, that it is a fairly recent phenomenon which is a response to legal pressure and urging by newspaperwomen and that often women staffers are promoted regardless of their qualifcations in order to satisfy affirmative action requirements.

A look at the educational background and the professional experience of the women in this survey, which represents 11.5% of all women in newspaper management,[3] shows that women managers are slightly better educated and have had almost as much experience as the men at this level.

Of the women who responded to questions about their educational level, 68.7% reported having studied beyond the high school level and 42.2% of all women respondents completed at least a bachelor's degree, while 7.8% held an advanced degree.

Sixty-eight percent (68.2%) of the men reported post-high school education while 1.5% never received a high school diploma. Of the men respondents, 42.9% held a bachelor's degree and 3% reported completion of an advanced degree.

Evidence of comparable educational achievements of men and women mid-level managers should refute the claim that women are promoted out of a need to fill management positions based on sex rather than qualifications.

The job experience of women also holds up well compared to that of men. Reported overall media experience of men was 20 years compared with 14 years for women. When controlling for the age of the respondent (men were three years older than women on the average--43.5 vs. 40.5 years old), the difference in experience only becomes significant for persons who are over 40 years old. Those men and women under the age of 40 are likely to have a comparable number of years of media experience.

Further, when examining the number of years in the present position, the difference is minimal, men having worked an average of eight years in their present mid-management position while women have worked seven years at their current job.

On-the-job training which is usually paid for by the employer (88%

of the respondents reported employer payment of the total training cost) takes the form of seminars, both in-house and at other locations, and courses taken at local universities. More men than women (67.2% compared to 52.4%) reported that they had participated in some form of management training. An additional 10.8% of the women and 27.8% of the men said they had been involved in a second type of training.

Frequently management training seminars require that the participant be nominated by his/her employer. Of the persons who reported non-participation, 42% of the women and 32% of the men said that the reason they had never attended was that no one had asked them. A variety of other reasons were cited for not taking part in management training. (See Table 4) Some executives have said that selection of individuals to attend seminars such as those conducted by the American Press Institute is based on the individual's promotability. Perhaps women are more frequently passed over for training, much as they are passed over for top-level management positions, because executives don't view women as having potential for top-level management. Research by Rosen and Jerdee (1974) supports this view.

On-the-job Responsibilities.

Managers are generally expected to spend a percentage of their time in what are defined as managerial activities or functions (planning, investigating, coordinating, evaluating, supervising, staffing, negotiating and representing). (Mahoney et al., 1963) When asked what percent of working time was spent in such managerial tasks, the report ranged from 0% to 100%. Although the reported degree of managerial responsibility varied widely for both sexes, more of the women reported having no managerial responsibilities (none of the men compared with 5.1% of the women.)

What do managers do when they are not managing? Most of the respondents (65.6% of the men and 69.9% of the women) said they were working at their job specialties. The advertising managers reported handling some of the larger accounts, editors edited copy, and in the composing room managers did page layout and design. Other persons reported spending time in public relations, reviewing reports, accounting and bookkeeping duties and clerical activities.

The manager is usually responsible for a number of persons who report to him/her. One study of managers, however, described a type of manager called the solo-specialist who may have few or no subordinates (Stewart, 1976). More women (18.1%) than men (3.5%) responded that no employees reported to them directly.

Women reported an average of 10 subordinates while men had an average of 18. For whatever reason, middle-level men managers are in charge of a larger group of employees, perhaps again because they are more frequently perceived as being capable of holding positions of high responsibility.

Since a manager's job is so time consuming,secretarial assistance is an important aid to efficient job performance. More of the men (55.1%) than the women (39.8%) managers reported that they had the assistance of a secretary in their organizations. Both men and women said they shared their secretary with between two to three others, on the average.

Budget control was another area of difference between the men and women in the survey. The question whether the respondent was in control or partial control of a budget was asked. More men (63.2%) than women (50.6%) reported some degree of budgetary control.

Women mid-level newspaper managers spend less time managing than men with a smaller number of persons reporting to them, less control over budgets and less secretarial assistance overall. Several of

the women surveyed reported having no managerial responsibility whatsoever, making their positions ones of title only. Overall job conditions, then, are not as good for women mid-level managers as they are for men.

Job Compensation.

Managers are compensated for their work in a number of ways. Examination of the yearly salary is one way to compare the status of men and women managers. Respondents were asked to give their yearly salary in categories which spanned a $5000 range. The reporting of salaries in categories makes it impossible to determine the precise differences between the average salaries of men and women. A pretest of this question indicated that respondents were more willing to give out salary-related information in categories than as an exact figure. Therefore, the category method was used to elicit a higher response rate to the question. (See Table 6)

The mean category for men's salaries was between $20,000 and $24,999 while the mean category for women's salaries was between $15,000 and $19,000. Earlier it was noted that women have fewer managerial responsibilities. However, when the salary comparison was made controlling for number of years' experience, age of the respondent, respondent's educational level, number of employees reporting to the respondent, the degree of budget control by respondent, and the circulation of the respondent's newspaper, the difference remained significant. (See Table 7)

The most reasonable conclusion that can be reached on the basis of this evidence is that sex discrimination is practiced where salaries are concerned for middle-level daily newspaper managers.

Beyond the annual salary, some newspapers offer bonuses to their employees based on year-end profits and/or merit of the employee.

A large number, 48.8% of the women and 60.1% of the men, received no bonus whatsoever. Of the persons who did receive bonuses, the average amount for men and women alike was between $2,000 and $3,000 per year.

Other compensation takes the form of stock options, profit-sharing plans, country club memberships, a variety of types of insurance coverage and pension plans. Women appeared to have an equal footing with men on fringe benefits and perquisites. (See Table 8)

When asked how the pay for their job compares with pay for similar work at other newspapers, 24.7% of the women and 21.2% of the men said that the pay at their newspapers was lower than that paid at most other papers, while 50% of the women and 68.7% of the men thought the pay was as good or better. Women were also asked how their salaries compared with those of the men in their own organizations doing similar work. Only 35.2% of the 142 women responding to this question state that they were paid less than the men doing comparable work. Over three fourths of both men and women said that the salaries they received were fair compensation for their work.

The salary discrepancy between men and women managers, the general satisfaction expressed with the salaries received, and the general feeling on the part of women that their salaries are as good as those of men managers bears out the findings of the survey of top-level daily newspaper managers. In that survey there was an annual salary difference of $14,469 between men and women top-level newspaper managers. This study reveals a potential difference as great as $10,000. Considering the position level of the respondents, a narrower margin of difference could be expected. The statement made in the top-level managers study, that women managers may not know what their male colleagues are being paid (Brown et al., pg. 12) is worth repeating as a conclusion to the analysis of job compensation for middle-level daily

newspaper managers.

Personal Characteristics and Attitudes.

When the personal characteristics of men and women mid-level managers are compared, the differences present few surprises. If there is a small percentage of women in management, it may be due to the personal costs of becoming a manager. Results of this survey support the findings of the 1977 study of top-level managers, which found marriage and raising a family somewhat inconsistent with holding a high-level managerial position for women. Only about half the women respondents were currently married, compared with 87% of the men. Similarly, half the women reported having no children, and only 7.2% had pre-school aged children. Of the men, on the other hand, 83.8% had children, with 19.8% having at least one pre-school aged child.

Only half the men in the survey who were married had wives employed outside the home. Since a manager's job involves long working hours (See Table 9) and probably some after-hours responsibility, the task is made easier when there is someone at home to help with raising the family and entertaining business associates.

Employers have often mentioned the problem of mobility for married women in the work force. When a person with managerial aspirations is employed by a group-owned newspaper, promotions within the organization will likely involve a move to a different geographic location. Married women, it is said, putting their families and husbands' careers first, turn down offers which involve relocation. A Wall Street Journal article stated that in 1976 only 5-10% of the employees transferred by the 600 largest U.S. companies were women. (May 4, 1978) The article did not give information about the number of men and women offered the opportunity to take transfers

and the percentage of those persons subsequently declining the offers.

In this study the question was asked, "If you were offered a position with either a substantial salary increase and/or a promotion, would you take it if it meant a move to a new location?" The surprising response to this question was not how many women would turn down such an offer, but that an almost equal number of men would also refuse. About half of both groups said they would definitely or likely decline a job which required relocation (43.5% of the men and 46.8% of the women). Reason cited for not accepting a job in another location included family, satisfaction with present geographic location, and satisfaction with present job. (See Table 10) Although more of the women cited family as the reason for rejecting an offer (42.3% of the women vs. 19.3% of the men) it is possible that a stated preference for geographic location given by more of the men (33.0% vs. 19.2% of the women) might mean that family ties in that particular location were more important than the offer of a better job. What an individual considers attractive about a geographic location might have more to do with family and friends than with the climate or scenic countryside in an area.

Over half the men (67.5%) and almost half the women (45.7%) had been made an offer in the past, and less than 10% of both men and women who had been offered a job which included a transfer had accepted the offer.

Attitudes about transfers as a route to corporate advancement are changing (Wall Street Journal, May 4, 1978). More persons are placing priority on family and friends and turning down opportunities for advancement which will uproot them from their homes and communities. Women, therefore, do not stand out in their unwillingness to move--it is a people problem, not a female problem.

Another claim made by executives is that because women are not "team" players as children--not having the opportunity to play little league

baseball and the like, they are poorly prepared for filling managerial jobs as adults.[5] Understanding the intricacies of office politics, taking risks when necessary and developing the ability to think in terms of organizational goals, are difficult for women who lack this team experience.

In this survey, when asked about the relative importance of certain factors to their job advancement, men and women expressed no significant difference in their attitudes. Items which might take into account the ideas and skills obtained from playing competitive sports such as building a power base within the organization, survival skills, the ability to sell ideas to the organization, and establishing friendships and connections with superiors, were not rated significantly differently by men and women respondents. (See Table 11)

Ambition is another area where newspaper executives differentiate between men and women. Eugene Patterson, editor and president of The St. Petersburg Times and Evening Independent, said that when he had offered women opportunities to advance to managerial jobs, they couldn't see themselves functioning in that role. (December, 1977)

When respondents were asked what they see themselves doing in several years, most persons envisioned themselves in positions of greater responsibility, as department heads or above. (See Table 12) Although more of the men expressed a desire to hold higher level positions (64.8% of the men vs. 50.1% of the women), the seeming lack of ambition on the part of the women may be partially the result of a realistic appraisal of the situation. Of the women responding, 8.5% said a promotion was impossible or there was no job to be promoted to. However, 12% more of the women did indicate satisfaction with their current position.

Women's negative assessment of their job future is borne out by their answers to questions concerning their chances for getting ahead in the newspaper business generally and their confidence that personal career aspirations could be satisfied by their current employer. Although the majority of both men and women were optimistic about the future in their present work, more women stated that their personal career ambitions could not be satisfied with their present employer (24.2% of the women compared to 13.4% of the men).

One of the ways an employee learns about opportunities for advancement in his/her company is through the relationship with the immediate superior--through periodic job appraisals, career counseling and the like. In the past women have claimed that they lacked role models--since few women held managerial positions. The so-called "mentor" position taken by the senior manager was established through contacts with the younger men in the organization. Women have said they have not benefited from that kind of relationship with their managers.

Questions concerning the value of the mid-level manager's job appraisals and help given in planning future job development were asked. Men and women respondents did not differ significantly in their attitudes about assistance given them by their superiors. However, a somewhat greater number of women (42.3%) than men (35.5%) said that their managers were of little or no help in planning for future job development.

In the area of job appraisals some change seems to be taking place. Women are receiving the benefits of appraisals almost as frequently as men. Perhaps this is a result of better business practice, specifically of more efficient utilization of human resources, regardless of the sex of the employee.

One final attitude expressed by women more frequently than by men concerns the respondent's perception of job progress to date. Women were more likely to have analyzed their progress as better or much better than they had hoped to make (59.4%) than the men respondents (42.6%). It may be that women still consider career success measured by job-level and salary a matter of luck or chance rather than something which they have earned through ability and hard work. The I've-done-well-for-a-woman attitude persists in 1979. Woman managers may only achieve comparable opportunities for managerial positions and be compensated equally with men for work in those positions when they begin to believe in their own worth.

Conclusions

The results of this survey of middle-level men and women daily newspaper managers offer both hope for the future for aspiring female managers and provide some signs that progress toward equality in this area of employment will be slower than many would like.

Although men and women alike hold jobs in mid-management which are demanding in terms of time and responsibility, men are still making more money than women for comparable effort.

The effort required to fill jobs in management may be too much for those women who also choose marriage and a family for themselves. Men seem to be able to handle marriage, family and career--especially when their wives are not working outside the home.

Some modern myths about women workers have been dispelled by this survey. Those who have said that women won't accept job transfers can look at the evidence which shows that men are no different from women in this respect. Others who have claimed that women do the best job where they are

but have no eye to the next position up the ladder, can see that women managers do have ambitions. Women's lack of "team-play" experience seems not to affect their attitudes about the job in those aspects which are similar to ones of competitive sports. Executives charging that women's qualifications for management were lacking, have been shown that women have better educational preparation and nearly equal job experience.

In short, in most dimensions of their job performance and attitudes, the women managers in this survey look surprisingly like the men. Maybe we are finally approaching the day when we can stop discussing the subject of "women in management" as if it were an oddity. Ah yes, if only the percentage of women in those positions and the corresponding salaries would increase.

Footnotes

[1]Examples of positions included in the survey appear as follows. Editorial: city editor, assistant managing editor, metro editor, night editor and wire services editor; advertising: retail advertising manager, classified advertising manager, advertising services manager, and display advertising manager; circulation: circulation manager (when a director of circulation headed the department), research manager, educational services manager and assistant circulation manager; production: assistant production manager, composing room manager, and press room manager; business office: credit manager, comptroller, and purchasing agent.

[1a]The men in the sample were drawn by first randomly selecting newspapers in four circulation categories and then selecting individuals from the various departments of the paper on a rotating basis. The women in the sample were selected differently due to the relatively small number of women newspaper managers. A list of all women middle-level managers was generated from the names listed in the 1978 Editor & Publisher International Year Book. Then the papers at which the women were employed were divided by circulation size. Finally the women were selected by rotating among the departments of the newspaper within each circulation category.

[2]The average number of women daily newspaper managers was determined by counting all women mid-level and top-level managers listed in the 1978 Editor & Publisher International Year Book and dividing by the number of U.S. daily newspapers listed for 1977 (the year of data collection for the Year Book).

[3]This percentage was obtained by counting the top-level and middle-level women managers as above and dividing the number of women respondents to this survey by the total number of women managers listed.

[4]The reported salaries appear to be fairly accurate when compared to records of actual newspaper manager's salaries obtained from independent sources.

[5]For a discussion of this issue see Margaret Hennig and Anne Jardim, The Managerial Woman. Garden City, New York: Anchor Press/Doubleday, 1977.

TABLE 1

Newspaper Employment Patterns in 1975

Newspapers[a] (692 units)	Total Employment	Officials and Managers[b]	Professionals	Office and Clerical Workers
All Employees (n=246,508)	100.0%	100.0%	100.0%	100.0%
Male	73.3	90.1	73.9	28.7
Female	26.7	9.9	26.1	71.3
White	91.4	96.2	96.2	89.5
Male	67.1	86.8	71.3	25.3
Female	24.3	9.4	24.9	64.3
Minority[c]	8.6	3.8	3.8	10.5
Male	6.2	3.2	2.6	3.4
Female	2.4	.6	1.2	7.0

[a] Equal Employment Opportunity Commission, Equal Employment Opportunity Report--1975: Job Patterns for Minorities and Women in Private Industry. Data compiled from Vol. L(Washington, D.C.: U.S. Government Printing Office, 1977), p. 32. The data were drawn from EEO-1 seports, which in 1975 were required of every private employer subject to Title VII of the Civil Rights Act of 1964 (employers affecting commerce) and having 100 or more employees and of federal contractors having 50 or more employees and contracts of at least $50,000. The commission report does not include data from Hawaii.

[b] These are the standard job categories used by the Equal Employment Opportunity Commission on its reporting forms.

[c] Data on blacks, Asian Americans, Native Americans and Spanish origin Americans are combined in the category "mincrity." A breakdown of employment data into these groups is available in the Equal Employment Opportunity Report.

Table 2

Comparison of the Circulation of the Newspapers for Men and Women Respondents

	Entire Sample	%	Men	%	Women	%
25,000 or less	92	25.5	41	20.9	51	30.9
25,001 - 50,000	72	19.9	34	17.4	38	23.0
50,001 - 100,000	98	27.5	66	33.6	32	20.0
100,001 and over	101	27.1	57	28.1	44	26.1
Total	363*	100.0%	198	100.0%	165	100.0%

* The circulation for one woman's newspaper was not identified.

Table 3

Job Category of Respondents

	Entire Sample		Men Only		Women Only	
	#	%	#	%	#	%
Editorial	108	29.7	60	30.3	48	28.9
Advertising	108	29.7	50	25.3	58	34.9
Circulation	77	21.2	38	19.2	39	23.5
Production	44	12.1	39	19.7	5	3.0
Business	27	7.4	11	5.6	16	9.6
Totals	364	100.1%	198	100.1%	166	99.9%

* Totals do not sum to 100% due to rounding.

Table 4

Comparison of Men and Women Managers' Reasons for Lack of Management Training

	Men (n = 54)	Women (n = 66)
Not asked to attend	31.5%	42.4%
Newspaper won't pay for training	14.8	3.0
Can't afford	1.9	---
Never thought about it	5.6	13.6
Too Busy	16.7	18.2
No time off	----	1.5
Other	29.6	21.2
Total*	100.1%	99.9%

* Totals do not sum to 100% due to rounding.

Table 5

Reported Time Spent
in Managerial Duties

	Men	%	Women	%
0%	0	0.0	8	5.1
5 - 25%	28	14.3	20	12.7
26 - 50%	66	33.7	54	34.2
51 - 75%	54	27.6	41	25.9
76 - 100%	48	24.5	35	22.2
Totals*	196	100.1%	158	100.1%

* Totals do not sum to 100% due to rounding.

Table 6

Comparison of Annual Salaries
of Men & Wo Middle-Level Managers
(N = 342)

	Men	%	Women	%
Salary				
Less than $10,000	3	1.6%	26	16.5%
$10,000 -$14,999	21	11.4%	51	32.3%
$15,000 -$19,999	42	22.8%	34	21.5%
$20,000 -$24,999	55	29.9%	26	16.5%
$25,000 -$29,999	32	17.4%	15	9.5%
$30,000 -$34,999	18	9.8%	4	2.5%
$35,000 and over	13	7.1%	2	1.3%
Totals	184	100.0%	158	100.1%*

*Total does not sum to 100% due to rounding.

Table 7

Comparison of Annual Salaries
of Men and Women Middle-Level Managers
Controlling for Other Factors

Factor Controlled for	Averages: Men (n=184)[a]	Averages: Women (n=158)[a]	t	sig.
Years Experience				
1-5 years	3.0[b]	2.0	2.84	.01
6-10 years	3.7	2.5	4.74	.00
11-20 years	3.9	3.3	1.94	.05
21 and over years	4.5	3.3	4.22	.00
Age				
29 or under	3.3	2.0	4.30	.00
30 - 39	3.8	3.2	2.29	.02
40 - 49	4.5	2.7	5.90	.00
50 - 59	4.2	3.1	3.59	.00
60 and over	4.6	2.7	2.46	.02
Education				
High School or Less	3.7	2.5	4.55	.00
Beyond High School	4.3	3.0	6.91	.00
Number of Employees Directly Reporting to Respondent				
1 - 10	3.9	2.5	7.11	.00
11 - 20	4.0	3.5	1.72	n.s.
21 - 30	4.1	3.9	.66	n.s.
31 and over	4.6	2.3	2.87	.02

(more)

Table 7 (continued)

Factor Controlled for	Men (n=184)	Women (n=158)	t	sig.
Control of Budget				
No control	3.6	2.5	4.74	.00
Partial or total control	4.3	3.2	5.36	.000
Newspaper Circulation				
25,000 or under	3.2	1.9	5.14	.00
25,001 - 50,000	3.5	2.9	2.42	.02
50,001 - 100,000	4.1	3.0	3.90	.00
100,001 and over	5.0	3.9	3.99	.00
Ownership of Newspaper				
Group Owned	4.2	3.4	3.64	.00
Independently Owned	3.9	2.4	7.65	.00

[a]This number varies somewhat from one factor to another.

[b]Salaries were reported in $5,000 categories. A low score of 1 = $10,000 or under annual salary. A high score of 7 = $35,000 or over annual salary.

Table 8

Comparisons of

Fringe Benefits and Perquisites Offered to Men and Women Managers of Newspapers

	Men % (n = 198)	Women % (n = 166)
Pension System	89.1	79.5
Stock Options	29.3	29.5
Profit Sharing Plans	27.3	28.3
Health Insurance		
Company Pays		
Part of Premium	47.5	38.0
All of Premium	47.0	53.6
(total	94.5	91.6)
Country Club Membership	9.4	3.7
Access to Company Car	22.7	30.7
Yearly Physical Exam	19.2	15.7
Life Insurance	42.4	38.6

Table 9

Comparison of Working Hours
of Men and Women Managers

Hours Per Day	Men	%	Women	%
Less than 7	0	0	5	3.0%
7 hours	3	1.6%	5	3.1
8 hours	70	37.2	68	41.7
9 hours	51	27.1	44	27.0
10-11 hours	60	31.9	35	21.5
12 or more hours	4	2.1	6	3.7
	188	99.9%*	163	100.0%

* Total does not sum to 100% due to rounding.

Table 10

Comparison of Men and Women Middle-Level Managers' Reasons For Not Relocating

	Men (n = 88)	Women (n = 78)
Like Present Job	19.3%	19.2%
Like Present Geographic Location	33.0%	19.2%
Family Related Reason	19.3%	42.3%
Age	23.9%	12.8%
Offer would need to be Great Improvement over Present Position	4.5%	2.6%
Personal Goals Conflict with Move	____	3.8%
	100.0%	99.9%

Table 11

Comparison of Attitudes
of Men and Women Middle-Level Managers
Concerning Important Job Factors for Success

Importance of Factor	Mean Score[a] Men[b]	Women
Technical Ability	5.5	5.6
Managerial Ability	6.3	6.1
Friendships and Connections with Superiors	4.1	4.3
Building a Power Base with Organization	3.4	3.7
Talking Down Others to Get Ahead	1.6	1.5
Survival Skills - Being able to Protect Oneself from Others	3.5	3.8
Not Causing Trouble	4.2	4.8
Successful Work with Customers	6.1	6.5
Ability to Sell Ideas to the Organization	6.1	6.1
Ability to think in terms of What is Good for Organization and not Just for Oneself	6.4	6.5
Ability to Sell Oneself	6.0	6.0

[a] A score of 1 indicates a "negative factor"; a score of 7 indicates item is "very important."

[b] The n varied in responses to these questions from 144-160 for women and from 187-194 for men.

Table 12

Comparison of Job Aspirations of Men and Women Middle-Level Managers

	Men (n = 278)	%	Women (n = 142	%
Higher Position (not specified)	6	3.2%	15	10.6%
Department Head	69	37.3	40	28.2
Between Department Head and Publisher	7	3.8	4	2.8
Publisher/General Manager	38	20.5	12	8.5
Position at another Paper (not specified)	6	3.2	3	2.1
Happy or Satisfied in Current Position	38	20.5	46	32.4
Can't Be Promoted	3	1.6	12	8.5
Retire	18	9.7	10	7.0

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